

70 Years of Volunteering

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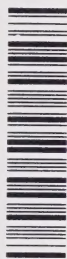
IN ANN'S MEMORY

Ann Wilcox

Volunteer Co-President 2014-2015

Once in a long while someone special walks
into your life and really makes a difference.
You remember the strength that amazed you,
the courage that impressed you, and the grace
that inspired you.

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A WELCOME FROM THE PRESIDENT, AGO VOLUNTEERS



In 1945, the AGO defined our volunteer role: “to promote public interest in the Art Gallery and to increase membership.” It brings to mind the old saying, “The more things change, the more they stay the same.”

For proof, just look back to October, 2006, when this handbook was last published. Information was shared in print, not electronically. We had no volunteer blog, but then few of us even had email addresses, let alone cell phones.

The National Docent Symposium—to be hosted by the AGO in our transformed Gallery—was three years away. It led to affiliations and friendships that continue today, through cross-border volunteer organizations such as the National Docent Society and VCAM (Volunteer Committees of Art Museums).

There are more changes underway now, in 2015. In April, we bid a fond farewell to our Michael and Sonja Koerner Director, and CEO of 17 years, Matthew Teitlebaum. This fall, the redesign of Grange Park is scheduled to begin. The children's playground, in particular, will bring new vitality to this iconic space.

Yet beneath all this change lies a great deal of continuity. Our Volunteer Annual Gathering celebrates its 16th year in 2015, and other traditions—such as the Margaret Machell Study Grant, the Volunteer Endowment Trust, the Ontario Service Awards and the Volunteer Recognition Certificates—are just as strong.

Perhaps the most important continuity of all is the spirit of our volunteers. When I see you engaging so enthusiastically with our visitors, I can imagine our fellow volunteers of 70 years ago doing the same. “The more things change, the more they stay the same.” Thank you for everything you do.

Debbie Kennedy

Gallery Guide and President, AGO Volunteers

VOLUNTEERS AND THE AGO

Throughout the AGO's history, volunteers have played an important role in the AGO's growth and success. Today, volunteers are integral to the Gallery's ability to deliver one of our great strategic objectives: the Visitor Experience.

We know from our interactions with other museums that our volunteer program is unique within the North American museum community. Most museums rely upon a traditional Volunteer Committee model where the volunteers are separate and independent from the museum. In 1998, the AGO and our Volunteer Committee created and implemented a new model where volunteers were integrated directly into Gallery operations and placed in departments that have direct interaction with our visitors. In this model, volunteers augment the work of paid staff, are included in strategic and day-to-day operational planning, and help to achieve departmental goals. Together, staff and volunteers engage with our visitors to provide an incredible Gallery experience.

1998-2004 were considered transition years, and we experienced challenges that often accompany significant change. We also achieved a great deal: roles and processes were defined and refined, and new structures created. While 2005 was the start of the planning process for our first Volunteer Strategic Plan, it was also the year we began closing down for Transformation AGO. We published *60 Years of Volunteering* in 2006, to honour the era that was drawing to a close, and herald the new era that was taking shape.

And now here we are, in 2015, with *70 Years of Volunteering*. Page by page, it shows all the ways your roles continue to evolve—in tandem with staff roles and the Gallery itself—as, together, we strive to engage our visitors and provide them with an outstanding experience.

Staff and Volunteer Resources (SVR) supports this partnership. Holly Procktor, Coordinator, Volunteer Resource Management, is part of the SVR team and reports directly to the Director, Staff & Volunteer Resources.

She does not manage the Gallery's volunteers directly, but is responsible for developing volunteer placements in consultation with staff coordinators who work with volunteers in various departments throughout the Gallery, including Public Programming & Learning, Curatorial, Library, Art Rental & Sales, and Visitor Experience (Visitor Services). As the Director, Staff & Volunteer Resources, my position is the link between the President, Volunteers/Volunteer Executive and the AGO management team.

Deborah O'Leary,
Director, Staff and Volunteer Resources

VOLUNTEER RESOURCES

We are responsible for planning and delivering the volunteer program (including placement development, recruitment, communications, recognition, engagement and administration) in conjunction with department managers and their volunteer coordinators, as well as for supporting the volunteer community here at the AGO.

During the transition years of 1998-2006, we worked with staff and volunteer leaders to develop and implement processes for creating and maintaining accurate placement descriptions, recruitment and selection processes, and communication vehicles and policies, along with recognition and training programs. We also implemented a new database system to retain and manage volunteer records.

When the Gallery re-opened post-Transformation in 2008, Volunteer Resources was largely focused on recruitment, placing 380 new volunteers and training them along with our returning team.

Today, volunteering at the AGO is more popular than ever, and one of the big changes we've made in the past five years is the shift to posting volunteer vacancies as they become available, rather than accepting general applications all year, so that we are transparent about the number and scope of opportunities. When we have openings, we try as best we can to offer movement within the current volunteer core, so that volunteers can move between placements. A recent trend is an increase in the number and variety of temporary volunteer placements, for special exhibitions and seasonal and youth programs (e.g. summer camp).

In addition to our recruitment activities, we continue to support placement description changes, policy development, volunteer relations, Volunteer Alumni, Volunteers Connect, and volunteer recognition events, including the Annual Gathering and years of service certificates. We also organize the Gallery's celebration and appreciation of our volunteers during National Volunteer Week.

In 2012, in partnership with the Volunteer Executive, we introduced the AGO Volunteer Blog, a website that volunteers could log onto from home, to keep updated on Gallery news and events, and special interest stories drawn from the community, with the goal of helping unite volunteers across placements and provide the same access to information and resources.

We've also worked to align the staff coordinators, who support volunteers in groups as small as 20 and as large as 200, with the establishment of a meet-up group, to discuss issues and ideas across departments, with the goal of sharing ideas and resources, and establishing program standards.

Our Volunteer Resource Services team is led by Holly Procktor, Coordinator, Volunteer Resource Management. The Volunteer Recruitment team is a talented group of eight volunteers who screen and recommend volunteers, with the goal of finding a placement that offers just the right fit for the applicant, and the Gallery. Our volunteer recruiters are the essential link in bringing the community in to enhance the programs and visitor experience of the AGO.

Holly Procktor,
Coordinator, Volunteer Resource Management &
Volunteer Recruiters

VOLUNTEER EXECUTIVE

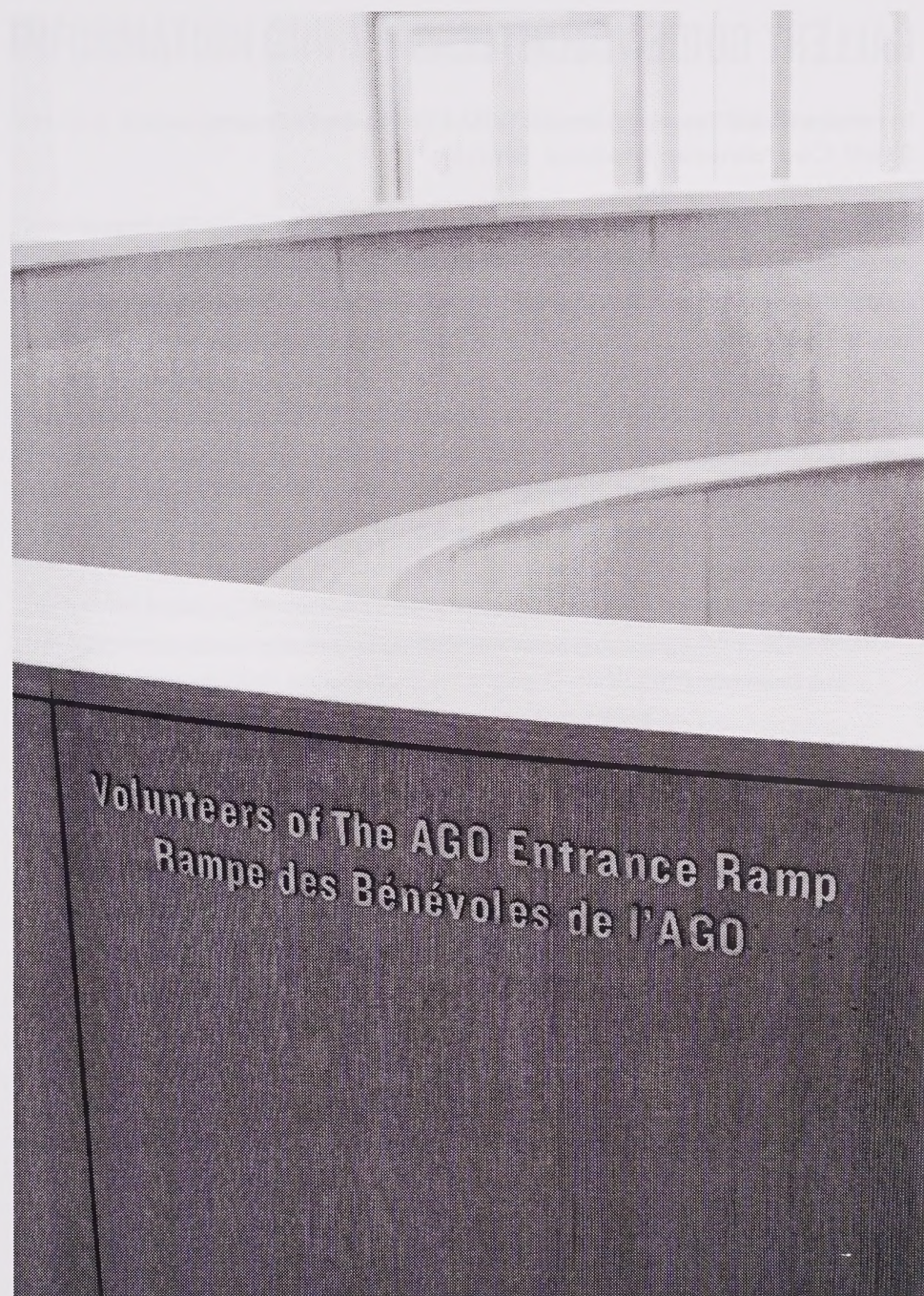
The Volunteer Executive is a group of leaders elected from within the volunteer community that represents, educates and advocates for the interests of volunteers.

We do this by: representing the voice of volunteers with the AGO Leadership Team and Board of Trustees; welcoming new and returning volunteers; communicating with and listening to concerns of volunteers; promoting volunteerism within the organization to ensure meaningful volunteer placements; and administering volunteer funds—the Volunteer Endowment Trust, the Margaret Machell Study Grant and the Bursary Trust.

The VE meets once a month, ten times a year, typically for two very full hours! We meet to report on activities in our respective volunteer placement areas, and we work together to plan and support programs that benefit volunteers as a whole, such as our Volunteer Annual Gathering (each October), and nominations for the Ontario Volunteer Service Awards (January).

The volunteer members (each representing either a volunteer placement or special interest committee of the VE) have two-year terms, as does the President, who is elected by the VE from its current membership. Deborah O'Leary, Director, Staff and Volunteer Resources, and Holly Procktor, Coordinator, Volunteer Resource Management, also attend Volunteer Executive meetings, to provide updates from the Gallery and report on volunteer recruitment.

While only a dozen or so volunteers sit on the VE at any given time, every AGO volunteer has a stake in this group, and a voice to be heard. Share your ideas and concerns with your Volunteer Executive Chair. The more you engage, the more connection we all have with each other—within your own group, with other volunteer placements, and across our community.



Volunteers of The AGO Entrance Ramp
Rampe des Bénévoles de l'AGO

GALLERY GUIDE VOLUNTEERS

Interpretive Planning and Visitor Research Dept.;
Staff Coordinator Melissa Smith

Gallery Guides (GGs), with approximately 140 volunteers, forms one of the largest volunteer groups within the AGO. The AGO tells the world, “Art Matters,” and Gallery Guides help support the AGO Vision and Mission by engaging visitors in discussing and looking closely at art.

We connect visitors with art, by exploring the collection in a variety of ways such as:

- 1 hour Highlight tours
- 10 minute “On the Dot” art chats
- informal conversations throughout the Gallery
- Membership event Activations
- Monthly, hour-long program called Artful Conversation
- Accessibility Programming for people with vision loss and people with Alzheimer’s and Dementia

All of these activities support meaningful visitor experiences in the Gallery.

The Gallery Guides belong to either the Daytime group or Evening/Weekend group. Each group has two co-chairs to help engage the volunteers and support the program. Yet whether volunteers work daytime, evening or weekend, we all share the same purpose and we carry it out with the same passion and energy. Like other AGO volunteers, we take great pleasure in the way visitors respond to our engagement with them.

The Gallery Guides log their information and interactions into the Volunteer Information System. In 2014, we were able to interact with approximately 47,321 visitors! We are confident our engagement numbers will increase each year.

Laurie Herd, Daytime Gallery Guides Co-Chair and VE Representative,
Sue Dime, Daytime Gallery Guides Co-Chair Katherine, Cossidente,
Evening/Weekend Gallery Guides Co-Chair and VE Representative

INFORMATION GUIDE VOLUNTEERS

Visitor Experience Dept., Staff Coordinator Jennifer Rieger

The Information Guide (IG) role has contributed to the success of the AGO since this volunteer group was first established in 1993. Our title and management structure have evolved, but the core of our work has stayed the same: to welcome visitors and help them navigate the Gallery with confidence.

Recently, a joint committee of the AGO re-examined the IG role in order to determine its fit within the guiding principles of the then-current (2012-2015) AGO Strategic Plan. Happily, the committee confirmed the importance of the IG role within the future model of the AGO.

This has led to improvements in its functionality. They include creating a dedicated staff position, to coordinate its work; installing volunteer day captains, to strengthen communications and shift management; expanding IG training and education; and establishing an IG kiosk in the front lobby, to serve our visitors.

Today an IG is identified by the purple lanyard common to all volunteer groups and a big blue “Need Help?” button specific to our Group. We can be found throughout the Gallery, aiding visitors in a variety of ways that all support our primary role of welcome and wayfinding—everything from locating an exhibit, a washroom or a refreshment area, to chatting about the resources, such as Gallery Guide tours, that the AGO offers its visitors to ensure they have the best possible visitor experience.

An abundance of AGO knowledge, plus personal charm and enthusiasm are all imperative to doing this role well—not to mention lots of energy. During our weekly 3 1/2-hour shifts, we play an important role in the success of the AGO by helping bring people and art together, all while declaring that “Art Matters,” of course!

Jane Westgate,
Information Guide, Chair and VE Representative

PRINTS AND DRAWINGS VOLUNTEERS

Prints & Drawings Dept.; Staff Coordinator Magdalyn Asimakis

Now in its 22nd year, the Marvin Gelber Print & Drawing Study Centre (P&D) has a collection of more than 20,000 works on paper, dating from the 13th century to the present.

Access to this resource is available by appointment, and through its public program, which currently includes: Open Door each Wednesday; Out of the Vaults during the Gallery's First Thursday event; a daytime, drop-in monthly talk; and the quarterly Close Encounters ticketed evening talk. The program is popular: attendance continues to rise, with a record total in 2014 of 6,800 visitors.

Our 20-strong volunteer group assists in the preparation and delivery of this program, working closely with staff to ensure our efforts align with Study Centre needs and procedures. During Open Door, volunteers give brief tours of the Study Centre, and assist visitors who wish to view works in our collection. Our pop-up exhibition during First Thursday is an exciting opportunity to introduce P&D to a larger, and highly engaged, audience. The monthly talk supports that month's P&D theme, chosen by Study Centre Monitor Magdalyn Asimakis. A volunteer works with Magdalyn to select works from our vaults, and then prepares an hour-long, interactive talk on the artist and the works. Volunteers support the Close Encounters talks by welcoming the audience and monitoring interaction with the art. We also host class visits to the Study Centre that are led by AGO instructors.

To support our work in all these areas, we receive training each year in paper handling and vault procedures.

P&D volunteers look forward to being an integral part of the Study Centre's continued growth and evolution, as we help our visitors discover the joys of our collection.

Pat Munson,
P&D Chair and VE Representative

ART RENTAL & SALES VOLUNTEERS

Retail Dept.; Staff Coordinator Elizabeth Petrova

AGO Art Rental & Sales (AR&S) offers local Toronto contemporary art, in one convenient location—a beautiful space on the Gallery’s Lower Level. Images of available art are also online, to help potential clients with the selection process.

The volunteers’ love of art and support for making it available to others is evident in their dedication to both the AR&S function and the AGO itself. Whether the art we showcase is purchased or rented, it generates funds that help sustain the Gallery’s educational programs, and the growth and maintenance of its art collections.

Our knowledgeable staff and volunteers select artwork from more than 40 top galleries in Toronto, and more than 50 independent artists. Our collection features paintings, works on paper, photography and mixed media works. We consult with clients as they view this range of top-quality possibilities, guiding them and helping to ensure that the works they select suit their personal space and style.

The AR&S Group also curates exhibitions and displays in various AGO spaces, such as the Norma Ridley Members’ Lounge in The Grange, FRANK Restaurant, and Cafe AGO.

In addition, we have a continuing presence beyond Gallery walls. We participate in, and/or organize many community engagement events, including a yearly booth and tour at the Toronto International Art Fair, and seminars and panel presentations for such groups as the Interior Designers of Canada and the Toronto Chinese Business Association.

Volunteers are involved in the planning and execution of community events, as we are in all other aspects of the Art Rental & Sales program.

Carolyn McCready,
AR&S Chair and VE Representative

AUDIO GUIDE VOLUNTEERS

Visitor Services Dept.

Audio Guide volunteers represent a growing trend in today's galleries and museums—the temporary volunteer placement. This role is well-suited to folks who enjoy volunteering at the Gallery, but also value breaks in service, or aren't able to offer a long-term commitment.

We have a handful of returning volunteers, who rejoin us as Audio Guides every time we mount a special, temporary exhibition that calls for the use of an audio guide. But the bulk of our Audio Guide volunteers are recruited specifically for a feature show.

Late 2014, we recruited 80 new Audio Guide volunteers for *Jean-Michel Basquiat: Now's the Time*. They found themselves in the forefront, as ambassadors for the exhibition, new technology, and the Gallery.

Audio Guide volunteers work in teams of four to six, to welcome visitors to the exhibition, distribute audio guide units at the show's entrance, explain and demonstrate their use, and collect these units after use. Though we still offer hand-held audio guide units, the majority of our Gallery visitors are now equipped with personal cellphones, and that's made for the biggest recent shift in the Audio Guide role: our volunteers now spend more time showing our visitors how to download a tour to their own smart phones.

Audio tours are an increasingly popular interpretive strategy, as they offer custom content from multiple sources to create a personal, self-guided experience for our visitors. Audio Guide volunteers have joined us for a number of recent temporary exhibitions. Recent innovations include customized content for our youngest audiences.

Visitor Services

LIBRARY VOLUNTEERS

E. P. Taylor Research Library & Archives;
Staff Coordinator Larry Pfaff

The 12 volunteers of the E.P. Taylor Research Library and Archives work on a myriad of tasks in a library frequented by AGO staff, volunteers, Gallery members, collectors, scholars, students, artists and historians. The facility has a long history, having been created within the Art Museum of Toronto in 1906.

Volunteers check in new magazines, assist with Canadian artist documentation files, and label library books for the shelf. They help the Reference Librarians serve members of the public, and support the Systems Librarian to build databases of the Library and AGO Archives collections. They also assist the Archivist, converting paper indices to electronic data.

It is a shared interest in books and art that keeps everyone, both staff and volunteers, happily engaged in the Library. Volunteers do not have to be professional librarians, but they do have to be—and they are—passionate about books and art.

Larry Pfaff,
Head, Reader Services

FAMILY, CHILDREN AND YOUTH VOLUNTEERS

Young Audience Engagement and Learning Dept.;
Staff Coordinator Jane Lott

Perhaps one of the biggest changes in the past 10 years to the AGO's volunteer program is the number of placements that are now designed exclusively for youth. Each year, we welcome hundreds of youth to the Gallery in temporary volunteer placements, centred in the Young Audience Engagement and Learning Department.

Fifty-eight percent of Millennials (youth born between 1990 and 2000) prefer a short-term volunteer commitment, so we've designed temporary, intensive roles that allow youth to contribute hours over a short period of time. This also helps students fulfill the Ontario High School curriculum requirement that every student complete a minimum of 40 hours of community involvement in order to graduate.

In 2015, we have more youth placements than ever before, including our March Break Art Camp, Summer Art Camps, and Family Sunday volunteer placements. Summer Camp remains our most popular placement: each year we welcome over 100 youth volunteers, who fulfill the role of "best friend" at camp, assisting one-on-one with some of our youngest campers. Volunteering with kids is both fun and exhausting, and we demand a lot from these youth volunteers! They join us every day, Monday to Friday, from 8:15 am. to 4:15 pm., earning over 80 hours of community service in a two-week period. They also act as mentors to the older campers in the program, and it is amazing to see the youth volunteers really shine and grow over the course of a couple of weeks. Though they're bleary-eyed by the third day, you can't beat the energy the teens bring to the program (and the volunteer lounge!) during their placement.

Attendance in our Family Programs is growing, as well. Family Sundays in 2015 saw a 30% increase in attendance over the previous year, and the Dr. Mariano Elia Hands-On Centre saw a 20% increase in visits, keeping our youth volunteers busy and engaged.

Jane Lott,
Coordinator, Family Programs

YOUTH COUNCIL VOLUNTEERS

Young Audience Engagement and Learning Dept.;
Staff Coordinator Sarah Febbraro

The AGO Youth Council operates collectively to initiate programming by youth for youth, including exhibitions, public art projects, large-scale events, field trips, performances and much more. This is a hands-on, fast-paced program that gives its volunteer participants a chance to engage with local and international artists, advocates and activists on projects that reflect the concerns, interests and passions of people between the ages of 14 and 24.

Representing a diverse community of youth in Toronto, this volunteer group is run by people who are interested in art and the relationship between young people and art institutions. Council members have opportunities to display their work in the Council's very own gallery space known as The Nook, within the Community Gallery on the AGO's Lower Level. They also have opportunities to work with local and international artists, both emerging and established—among them, in 2015, Abbas Akhavan and Paddy Leung.

This year, the Council was invited to participate in a First Thursday by creating a response to the *Jean-Michel Basquiat: Now's the Time*. Inspired by street art and its place in the art world, the Council produced *Counterpoint*, a performance that paired ballerinas with breakdancers to challenge the stigma of non-traditional art.

The main focus of the Youth Council is to draw youth to the Art Gallery of Ontario, while also giving them a chance to make their own contribution and get involved. In this way, it continues to re-define the place of youth in art galleries.

Sarah Febbraro,
Coordinator, Youth Programs

COMMUNICATIONS COMMITTEE

A Committee of the VE; Staff Resource Holly Procktor

The biggest development in the last decade was the switch from a quarterly print volunteer newsletter (Volunteer Vistas) to a monthly email newsletter in fall 2011, followed by the launch of the Volunteer Blog in fall 2012. Despite this move to 21st century. technology, our role is unchanged: we are here to connect members of the volunteer community with each other and to keep them aware of activities and developments within the AGO.

The Volunteer Blog acts as a virtual AGO handbook, maintaining electronic copies of policies, contacts and Gallery information—all at the click of a button. It also features regular posts from the Communications Committee, made up of volunteers plus staff from Staff and Volunteer Resources (SVR). These posts include timely information from SVR e.g., corporate messages, news about talks and events relevant to volunteers and stories by volunteer writers e.g., volunteer profiles and activities, volunteer recognition and awards, behind-the-scenes information, and developments within departments. The Blog also acts as an interactive bulletin board with its Chatter feature. Any volunteer can post links, news about their own shows or other art-related activities, and comments and questions. Knowing that not all volunteers regularly check the Blog unprompted, SVR sends a very effective weekly email reminder.

A late 2014 survey showed that most volunteers visit the Blog regularly and find it useful. Our Committee takes these findings as encouragement to look for ways to make the user experience even better. We plan to revise the Blog later in 2015, drawing on comments and suggestions from the survey.

Anne Fleming,
Gallery Guide volunteer and Chair, Communications Committee

STRATEGIC INITIATIVES COMMITTEE

A Committee of the VE; Staff Resource Holly Procktor

This Committee was founded by the Volunteer Executive in 2011 as the Volunteer Strategic Planning Committee, with the mandate to complement the 2012-2015 AGO Strategic Plan with a separate but aligned plan focused on volunteer needs. Its members were drawn from volunteers on the VE, plus SVR representatives on the VE.

Together, they created the Gallery-approved 2012-2015 Volunteer Strategic Plan (VSP). It identified five strategic goals, and served as the roadmap for successful volunteer initiatives in each category.

- **Speak for volunteers, so that their contributions are recognized** - e.g. an initial volunteer metrics report was carried out, establishing the framework for gathering data so that the extent of our contribution is accurately measured;
- **Create mutual, effective staff-volunteer engagement** - e.g. a first-ever Volunteer Engagement Survey was conducted in 2013, showing good general satisfaction but also the need for more feedback to volunteers (now being addressed);
- **Identify resources for better support by the AGO of volunteer commitments and objectives** - e.g. regular Staff Coordinator meetings were established, to address volunteer issues; e.g. a digital library of key volunteer documents was created, to be maintained by SVR;
- **Make the AGO a volunteer organization of choice** - e.g. we initiated and continue to host and facilitate Volunteers Connect, a bi-annual gathering where volunteers and staff of GTA cultural organizations discuss common interests;
- **Identify and develop future volunteer leaders** - e.g. a systematic process was developed for electing volunteer chairs for each volunteer Group.

Feedback from the volunteer community confirmed that the interests of the volunteers were aligned with the Gallery and therefore there will not be a separate VSP for 2015-2018. Instead, the Committee will identify Volunteer Strategic Initiatives in direct support of the AGO Strategic Plan. The Committee's new name reflects this approach.

Cyndie Tamaki,

Information Guide and Chair, Strategic Initiatives Committee

COMMUNITY RELATIONS COMMITTEE

A Committee of the VE; Staff Resource Holly Procktor

The goal of the Community Relations portfolio is to link the AGO's Volunteer Executive with the local and international museum communities. Volunteers Connect is the main activity of this three-person committee. Volunteers Connect was established in 2011 at the AGO by members of the Volunteer Executive. They felt there was a need for volunteers from cultural organizations in the Greater Toronto Area to meet and share resources and information, and to raise the profile of volunteering in our region.

Twelve organizations sent representatives to that initial meeting. Since then, more than 26 organizations have joined. While Volunteers Connect is not itself a committee of the VE, it is a project founded by the VE, facilitated by a VE committee and hosted by the Gallery. Membership is free, open to any cultural organization with volunteers—and diverse. It includes representatives from traditional art galleries (such as the McMichael Canadian Art Collection, the ROM and the Art Gallery of Hamilton), and also from the Toronto International Film Festival, Harbourfront and even the Toronto Zoo.

Twice a year, spring and fall, Volunteers Connect meets at the AGO to discuss topics chosen by and relevant to volunteers and staff who work with volunteers (who may also attend). Two panel topics are presented at each session, by representatives from organizations attending the session. Topics to date have ranged from volunteer communications to placement descriptions, training and retention, and strategic planning.

Volunteers Connect has proven to be a great information resource for our GTA volunteer community, and therefore helps make the AGO an even better place to volunteer. It also promotes the AGO and our volunteers to the wider volunteer community, who see us as leaders, innovators and partners in information and resource-sharing.

Michelle Abrams,

Information Guide and Chair, Community Relations Committee

ALUMNI COMMITTEE

A Committee of the VE; Staff Resource Holly Procktor

The AGO and the Volunteer Executive were unable to honour our past volunteers until the introduction of a computerized database in 2012. The new technology provided the ability to keep track of volunteers once they resigned or retired from their placements. The Volunteer Executive approved formation of the Volunteer Alumni.

In May of 2013 Shelagh Barrington, as the first Alumni Chair, along with then VE President Phyllis Couzin, hosted the inaugural annual Alumni Spring Tea. We welcomed the new members of the Alumni and used the event to share stories about volunteer life past and present, along with tea and goodies, and—of course—art. Every Spring Tea includes the social get-together followed by a visit to the featured special exhibitions. Our Alumni have attended talks in the David Milne Study Centre, and enjoyed introductions to *Francis Bacon and Henry Moore: Terror and Beauty*, and *From Forest to the Sea: Emily Carr in British Columbia*.

To encourage the Alumni to stay in touch, we email a newsletter to its members twice a year, reporting on events and happenings at the Gallery. The Alumni are also invited to join current volunteers at the Volunteer Annual Gathering held each fall.

The Alumni membership continues to grow and they are enthusiastic! The VE believes the establishment of the Group is a further act of respect to our past volunteers, and an encouragement for ones who are still active. When it is time for them to step back, they may choose to remain connected with—and valued by—the organization to which they have made such a contribution.

Shelagh Barrington,
Gallery Guide and Chair, Alumni Committee

THANK YOU

Many thanks to Staff and Volunteer Resources (SVR), and to our Departmental Staff Coordinators, who work so closely to support the volunteers. Thank you as well to the members of the Volunteer Executive for their contributions to this handbook, and in particular to Penny Williams, who edited their texts.

I couldn't have done it without you.

All the best,

Debbie Kennedy

Gallery Guide and President, AGO Volunteers

